



INCIDENT COMMAND SYSTEM (ICS)

Directive: 13 - 107

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I. PURPOSE

This Directive establishes procedures to activate the Incident Command System (ICS). The ICS will be implemented in response to civil emergencies, whether created by wide spread violations of the law, natural or man-made disasters. The Incident Command System will be the process of building both the personnel and organizational structure to meet the needs of the specific event. The Incident Command System will be compatible with systems used by other agencies that would be expected to participate in an actual Unified Command Response to an actual incident and is modeled in accordance with the Federal Emergency Management Incident Management System approach.

II. POLICY

It shall be the policy of the Department of General Services Maryland Capitol Police (DGS-MCP) to respond to unusual occurrences or high-risk incidents in accordance with established policies and procedures. As an incident progresses and requires additional resources, the Incident Commander will activate the necessary level of mobilization. Conversely, as the incident de-escalates, the commander will release personnel and resources in proportion to the de-escalation.

III. DEFINITIONS

A. **Civil Emergency**

Any natural or man made event, civil disturbance or any occurrence of unusual or severe nature which threatens to cause or causes the loss of life or injury to citizens and/or severe damage to property and requires extraordinary measures to protect lives, meet human needs and achieve recovery.

B. **Incident Command System**

A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

C. **Area Command**

An organization established to oversee the management of multiple incidents that are each being handled by an Incident Command System; or to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed and ensure objectives are met and strategies are followed.

- D. **Incident Commander**
The individual responsible for the management of all incident operations at the incident site.
- E. **Incident Management Team**
The Incident Commander (IC) and appropriate command and general staff assigned to the incident.
- F. **General Staff**
The group of incident management personnel reporting to the Incident Commander. They may each have a deputy as needed. The General Staff can consist of an Operations Chief, Planning Section Chief, Logistics Chief and Finance/Administration Chief.
- G. **Command Staff**
The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. The **Information Officer (PIO)** is responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. The **Safety Officer** is responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety. The **Liaison Officer** is responsible for coordinating with representatives from cooperating and assisting agencies.
- H. **Unified Command**
Is a unified team effort, which allows all agencies with responsibility for the incident, whether geographic or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.
- I. **Incident Action Plan**
Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The Plan may be oral or written.

IV. **AUTHORITY**

When the Maryland Capitol Police Department is responsible for managing the civil emergency, the on-scene Incident Commander has complete authority to request and manage any and all resources available to bring the event to a successful conclusion.

V. **DGS-MCP ROLE IN ALL CIVIL EMERGENCIES**

During any civil emergency, the DGS-MCP is responsible for the following basic tasks:

- A. **Oversee and coordinate all law enforcement activities in/on Department of General Services owned/maintained buildings and properties.**
- B. **Maintain law and order.**
- C. **Provide for traffic and crowd control.**

- D. Provide security for key facilities.
- E. Provide mobile units for warning activities.
- F. Support other emergency response and recovery efforts as requested by the Incident Commander.
- G. Staff the State or Local EOC Communications Center on a twenty-four (hour) basis in conjunction with DGS Emergency Management.
- H. Establish a public information program in conjunction with the DGS Public Information Officer.

VI. ADDITIONAL POLICE ROLE IN CIVIL DISTURBANCES

The Maryland Capitol Police Department bears primary responsibility for the containment of civil disturbances and the restoration of order on DGS owned or managed properties. The following principles apply to such situations:

A. Primary Goals

The primary goals of DGS-MCP when responding to a civil disturbance are:

1. To disperse the crowd and restore order, utilizing minimum force and with as little damage to property as possible, and
2. To contain the situation and prevent it from escalating.

B. Secondary Goal

The secondary goal of the Department is the physical arrest of obvious civil disturbance leaders.

C. Methods to Accomplish Goals

Commanders will employ the following methods and principles of crowd control in achieving the Department's goals during a civil disturbance:

1. The structured response of sufficient police personnel to cope with the situation.
2. The maintaining of an orderly team operation and eliminating individual or reckless action by any one officer or group of officers. Any police action taken will only be at the direction of the senior ranking officer on the scene and will always be consistent with the team concept of operation.
3. Communication between the police and the leaders or organizers of the demonstration or disturbance, to the extent allowed by the circumstances. Whenever possible, negotiation is preferable to force and violence in resolving situations involving large groups of people.

VII. INCIDENT COMMAND SYSTEM ACTIVATION

- A. The Incident Command System will be followed for all civil emergencies. The ICS is comprised of five primary elements: Command, Operations, Logistics, Planning and Finance. These elements can be expanded or contracted as needed. (See Appendix A)
1. Operations Section – The section responsible for all tactical operations at the incident. Includes Branches, Divisions, and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.
 2. Logistics Section – The section responsible for meeting all support needs of the incident, including ordering resources through appropriate procurement authorities. They also provide facilities, transportation, supplies, medical support, communications, & specialized team and equipment needs for incident personnel.
 3. Planning Section – The section responsible for the collection, evaluation, and dissemination of tactical information and intelligence related to the incident, and for the preparation and documentation of Incident Action Plans. The Planning Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. The Planning Section is also responsible for assisting the Incident Commander with planning & coordinating post-incident demobilization.
 4. Finance/Administration Section – The section responsible for incident costs and financial considerations. The Finance/Administration Section is responsible for recording personnel time, procuring additional resources, recording expenses, and documenting injuries and liability issues.
- B. Each of the primary elements is assigned personnel as needed to conduct the operation. The Incident Commander exercises control over the incident and directs the efforts of the personnel in charge of each of the functional elements.
- C. **The ICS can be used for any number of situations.** The ICS can be used for major event planning, hostage barricade situations, or other incidents which do not require a significant number of personnel from outside agencies. However, the ICS will be used for incidents which require multi agency response, man-made or natural disasters or other incidents in which the on-scene supervisor believes the ICS would be useful.
- D. The ICS will be used in conjunction with the Department of General Services (DGS) Continuation of Operations Plan (COOP) as well as the DGS-MCP Emergency Response Guide and can be integrated with other policies and procedures outlined within other orders. The ICS permits a clear point of control and can be expanded or contracted with ease to escalating or diminishing situations.
- E. The Incident Commander has overall control of the incident. In a small incident, he or she may assume the responsibilities of all components. In larger or more complex

incidents, the Incident Commander may assign other members of the **Command Staff**, including an **Information Officer** (PIO), a **Safety Officer**, and/or a **Liaison Officer**. The Incident Commander also may assign **General Staff**, who serve as Section Chiefs for the Planning, Operations, Logistics, and Finance/Administration Sections. The Section Chiefs have the authority to expand or contract their operations as the demands of the incident increase or decrease.

VIII. FIRST OFFICER ON THE SCENE

It is very likely that the first representative of government to arrive at the scene of a civil emergency will be a Police Officer. The following are the minimum actions to be taken upon arrival:

- A. Maintain command until relieved. The first officer is the Incident Commander until relieved by a higher-ranking officer of the Department, or until relieved by the appropriate agency (Fire/Rescue or other).
- B. Immediately notify the Communications Section of the type or nature of the event, provide casualty information, and give frequent updates. Inform the dispatcher if a separate radio channel will be required for emergency operations, and if additional personnel are needed.
- C. Take whatever actions seem immediately necessary to contain the emergency and prevent or minimize loss of life.
- D. Assess and report casualty estimates, and notify Communications as specifically as possible of the need for emergency medical care.
- E. Direct all responding units to the scene, advising them of existing hazards, necessary equipment (i.e., WMD Personnel Protective Equipment) and a safe method of entry to the scene (i.e., upwind/upgrade, safe distances and consideration of secondary devices). Specify which routes are to be avoided and which routes are to be closed to non-emergency traffic.
- F. Establish a preliminary command post (the police cruiser can be the preliminary command post/communications car). Make sure the command post is located away from all hazardous conditions.
- G. Give exact location of the preliminary command post to the Communications Section.
- H. Evaluate the need for evacuation, in conjunction with the ranking fire official at the scene. A decision to evacuate is the Fire Department's responsibility during natural and man-made disasters. Evacuation is a Police Department decision during civil disturbances or extraordinary police situations such as a barricade or terrorist situation. The Incident Commander will continuously re-evaluate this decision.

IX. RESPONDING OFFICERS AND SUPERVISORS

- A. The primary mission of DGS-MCP is to preserve life and to restore order. Attempt to preserve human life to the extent possible under prevailing conditions. Do not attempt rescues in situations requiring technical knowledge or specialized training for which you are clearly not qualified. Do not attempt to quell an unruly crowd when you are clearly outnumbered or otherwise at a disadvantage.
- B. Respond to the assembly or staging area designated by the Incident Commander or your supervisor. Unless directed otherwise, respond in your assigned post or police vehicle. Locate the officer in command, or your supervisor, and prepare to receive instructions. Upon completion of your assignment, report back to your supervisor or to the command post or staging area for further instructions. Do not leave the area until dismissed by a supervisory officer.
- C. Police Officers at a disaster site will adhere to the normal department chain of command. If the Incident Commander is a Police Officer, all officers on the scene will answer to him/her. If the Incident Commander is a fire/rescue official, all officers on the scene will be directed by the highest-ranking police official on the scene, who will coordinate police operations with the Incident Commander.

X. COMMAND FUNCTIONS

The following functions are addressed for the purpose of assigning responsibility during the emergency and after.

A. Communications

- 1. Upon declaration of a civil emergency, the on-duty Police Communications Operator will designate and clear radio channel (MCP Tac-1) for use by the mobilized personnel, and will coordinate radio and other communications during the emergency.
- 2. Additional personnel may be required to staff the Communications Section, the State or Local EOC, or a mobile command post. The on-duty supervisor is authorized to call in, on an emergency basis; a sufficient number of PCO's to ensure that the mission of the Communications Section is accomplished.
- 3. Officers will maintain radio discipline. Do not flood the airways with unnecessary transmissions. Communications personnel will broadcast all essential information as it becomes known. Remain on the radio channel designated by the Communications Section. Change radio channels only at the direction of the Communications dispatcher or your supervisor.
- 4. In the case of a large scale event involving multiple agencies (i.e., Police, Fire, etc.) where one radio frequency is being used by all, response personnel should use common names for all personnel and equipment resources, as well as for all facilities in and around the incident area. Radio transmissions should use plain English, without "ten" codes or agency-specific codes. All common terminology applies to all organizational elements, position titles, and resources.

5. In the event of an incident requiring the participation of multiple jurisdictions, the Incident Commander ***may*** request the activation of the Central Maryland Area Radio Communications System (CMARC). The CMARC channels are part of the National Calling and Tactical Public Safety Radio Channels operated and monitored by the Maryland Emergency Management Agency (MEMA). This channel will provide direct communications between all agencies and MEMA utilizing the 800 MHz radio system. MEMA 410-517-3600.

B. **Designation of Incident Commander**

The appropriate detachment commander in the detachment where a civil emergency occurs will immediately be notified and respond to the scene and assume the role of Incident Commander, until relieved. Once so relieved, the detachment commander may become one of the Incident Commander's

Incident Management Team.

The Chief of Police, or designee, may in certain situations, appoint someone other than the highest ranking officer on scene to take command during a civil disturbance incident, due to special circumstances making this alternate commander more suitable because of his/her knowledge, skills, and abilities.

C. **Incident Commander's Responsibilities**

1. The Incident Commander has the responsibility to command all police personnel responding to the scene of the emergency, or support personnel from other agencies. He or she will utilize the Incident Command System, outlined above. He or she will assemble and utilize an **Incident Management Team (Command Staff and General Staff)**, if needed, formulate an Incident Action Plan (IAP), and will manage the response to the emergency until relieved by competent authority.
2. The designated Incident Commander will establish a long-term command post a safe distance from the emergency site, upwind and updrift from a hazardous materials release whenever possible. The Incident Commander, if necessary, will assign a recording assistant, who will be responsible for recording relevant activities and communications to and from the command post. The Recording Assistant will also assist the incident commander in preparing after action reports.
3. The Incident Commander, if necessary, will also assign a communications assistant, who will be responsible for radio and telephone communications between the command post and Police Communications, and the State or Local EOC.
4. The Incident Commander will designate an assembly/staging area, and if necessary, assign a **Staging Area Manager**. The Staging Area Manager is responsible for staffing the staging area, briefing arriving personnel, assigning personnel to teams or work groups, and accounting for all personnel assigned to the emergency. When practical, the assembly or staging area will be the closest police facility, or the closest public school not in use by

children. The assembly area should be chosen for its accessibility to major thoroughfares, parking space, restroom and water facilities, and shelter from the elements, and availability of telephones and electricity. In the event of a civil disturbance, at no time will the assembly area be within sight of the incident scene. The IC will designate alternate assembly/staging areas as the incident or disaster continues and the needs of the on-scene personnel change.

D. Other Law Enforcement Agency Support

The Incident Commander is authorized to request assistance from other law enforcement agencies depending on the location and the nature of the event the Maryland State Police, the Annapolis City Police Department or the Baltimore Police Department may be contacted to provide support and resources. Additional law enforcement resources may be arranged through the state or local EOC.

E. Military Support (Martial Law)

Requests for military support must be directed to the Secretary of DGS via the Chief of Police.

F. Activation of State or Local EOC; General Liaison with Other Agencies

1. The Incident Commander will evaluate the need for activation of the Emergency Operations Center. The State or Local EOC should be activated in response to any civil emergency, which requires the combined efforts of multiple City/County agencies, state or federal agencies, or private organizations. The Chief of Police will request activation of the State or Local EOC based on information relayed by the Incident Commander.
2. If the Emergency Operations Center (EOC) is activated, the Incident Commander will personally provide periodic updates to the State or Local EOC as conditions change. If the State or Local EOC is not activated, frequent periodic updates must be provided to Communications.
3. The Incident Commander is authorized to request assistance from other law enforcement agencies, and from federal, state and local government agencies, and volunteer organizations in the region. These requests will be directed to the State or Local EOC, IF ACTIVATED. If the State or Local EOC has not been activated, requests for assistance will be directed to the Communications Section. The Incident Commander may appoint a **Liaison Officer**, who will be responsible for coordinating with representatives from assisting agencies.
4. A **Unified Command** will be utilized when multiple agencies have responsibility for an incident. An **Area Command** will be established for the management of multiple incidents that are each being handled by an Incident Command System.

G. Designation of Police Operations Representative

When the State or Local EOC is activated, the Police Department Operations Representative will be designated by the Chief of Police. The Police Operations Representative is responsible for the following:

1. Respond to the State or Local EOC and assume liaison activities. Operate under the direction of the Operations Group Chief.
2. Attend briefing and implement decisions of the Executive Group and the Operations Group.
3. Assist in the planning and coordination efforts for evacuations.
4. Assist in the coordination of all search and rescue operations.

H. Scene Safety

The Incident Commander may appoint a **Safety Officer** to monitor safety conditions and develop measures for ensuring the safety of all assigned personnel. If appointed, the Safety Officer will be responsible for documenting any injuries and liability issues and providing that information to the Finance/Administration Section.

I. Security

1. The Incident Commander will request adequate personnel to secure an outer perimeter and gain control of the situation.
2. The Incident Commander will appoint a **Security Director**, to be responsible for providing security at the command post site.
3. The **Security Director** will also be responsible for coordinating on-scene arrest and confinement procedures.

J. Equipment Requirements

1. The Incident Commander will appoint a **Logistics Chief**, to be responsible for obtaining human and material resources required by the Incident Commander. In prolonged emergency situations, the Quartermaster Division will coordinate efforts with DGS procurement when necessary.
2. The Detachment Commanders not detailed to the emergency scene will ensure that all required equipment stored at the detachment stations is transported to the assembly/staging area.
3. Supervisors at the assembly/staging area will ensure that all personnel under their command are properly equipped before being deployed at the incident site.

K. Transportation

The Incident Commander will determine the need for specialized modes of transportation. Thought should be given to transporting large numbers of officers to the event. Prisoner transport if mass arrests are anticipated as well as fire and EMS resources. Other specialized equipment may be available from the state or local EOC.

L. Traffic Control

The Incident Commander may appoint a **Traffic Director**, responsible for assigning parking locations to arriving personnel, ensuring the free flow of authorized traffic in and around the emergency site, and for restricting access to the emergency site to unauthorized traffic. In prolonged emergencies, the Support Services Unit will perform this function.

M. Arrest & Confinement Procedures

Arrests and confinement of prisoners will be handled according to existing procedures. The IC will decide the need to implement mass arrest procedures.

N. Community Relations/Public Information (Media Briefings); Rumor Control

DGS's Public Information Officer will respond and assume the following duties as the **Information Officer**:

1. Media briefings
2. Community relations activities
3. Rumor control

Officers on the scene may not make unauthorized statements to representatives of the news media or to the general public. Incorrect or unauthorized statements may provoke the public or aggravate the current situation. All public information statements and media briefings will be issued by the State or Local EOC, or by the Police Department or Fire Department PIO.

O. Court & Prosecutorial Liaison

The Incident Commander may request a representative from the DGS Legal Council office to respond to provide advice on legal matters relating to arrests and prosecutions. The District Court will be notified in the event of mass arrests, so additional commissioners can be made available. The decision to call in commissioners rests with the supervising commissioner.

P. Legal Considerations

The department legal advisor should be available for in-person or telephone consultation, as deemed necessary by the Incident Commander.

Q. De-Escalation Procedures and Post-Occurrence Duties

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XI. AFTER-ACTION REPORT

The Incident Commander is responsible for filing an executive summary of the operation upon its conclusion, detailing all personnel and material resources employed or expanded, all rescue and enforcement actions taken and their degree of success or failure, and an overall critique of the incident. Information for this summary will be available from records prepared by the recording officer. Appointment of a recording officer is essential to the completion of this requirement. The recording officer is responsible for recording relevant activities and communications to and from the command post, and for assisting the Incident Commander in preparing after-action reports. Included in the after action report should be a cost analysis worksheet. All after action reports will be submitted within 10 working days of the event/incident to the Office of the Chief of Police.

XII. TRAINING

Annual classroom training will consist of Entry Level and In-Service Training, as required by the Department of Homeland Security National Incident Management System (NIMS). Annual Entry Level and In-Service Training will be documented and retained by the Training Unit. Annual training will also consist of table-top exercises or scenario based training. The training may include other government agencies (i.e, Fire Department). Annual training exercises need not include the entire agency; however, the training should be rotated so members are familiar with their responsibilities. The training exercises will be documented with the training records retained by the Training Unit.